

## A. THE COMPANY AND THE COMMUNITY

The Company is an important citizen in each of the cities and towns where it does business and where its employees live. Its payroll is often a significant factor in the economy; the taxes it pays play a vital role in the operation of local governments, schools, and other public facilities.

In some smaller towns, community life centers around Company activities; local business depends to a large extent on the money which the Company puts into circulation through its payroll, taxes, and purchases of goods and services.

Conversely, the success of the Company's operations in each area is dependent in a very large measure upon the actions and attitudes of the community in which it is located.

Favorable attitudes, and a general interest in the welfare of the Company, are great assets. Hostile or indifferent attitudes toward the Company can have serious adverse effects on its operations in a variety of ways. The Company wants local citizens to be interested in its success, and it strives actively for friendly relations between the Company and each community where it operates.

Fortunately, good relations generally prevail in areas where the Company has operations. Maintenance of these favorable relations, and further improvement in them, should be of prime concern to all employees.

And in areas where the Company is new, or where some problem has hindered relations with a community, every effort should be made to create or restore good relations, to cultivate favorable attitudes, and develop widespread interest in the welfare of the Company.

Management is keenly aware of the responsibility of modern business to accept its share of civic and social obligations. The Company recognizes that it is not enough to provide jobs and pay good wages--it must prove its good citizenship in other ways, too.

In the Marathon Oil Company Platform, the following phrase states the Company's position on its corporate citizenship: "To accept its fair share of civic responsibility and activities in every community in which it operates; and to encourage its employees individually to accept their responsibilities as good citizens."

## B. OBJECTIVES OF COMMUNITY RELATIONS EFFORTS

The people who live in communities where the Company does business are comprised of several important groupings: Neighbors and friends of Company employees, who help determine what type of local laws shall exist; civic workers, who help to improve the community; teachers, who educate the employees of tomorrow; clergymen, bankers, and business leaders, who exert a major influence on the thinking of employees.

And each of them may be a potential customer or shareholder.

Whether the people in these communities purchase the Company's products, own Company stock, support the Company on various issues, recommend it as a good place to work, and understand and sympathize with its problems -- depends on the type and success of the community relations effort that is made.

### Basic Requirements

Some basic factors are essential for good community relations. Facilities should be kept as clean and attractive as possible, and every effort should be made to assure an operation that is satisfactory to have as a neighbor.

Unnecessary smoke, unsafe working conditions, water pollution, offensive odor, noise, or traffic can create an unfavorable attitude in a community. Due regard for the protection and conservation of natural resources of the land, air and water should be exercised to control such situations.

Community grievances should be given immediate and careful attention. Proper handling of complaints against the Company can avoid damage to relations within the community, even though it may not be possible to take immediate, corrective action. Company spokesmen should be courteous, sincere, and friendly in receiving such comments, and be thorough in their explanations.

Salesmen calling on the Company, and job applicants seeking employment, should always be shown courtesy and understanding. Each is a potential buyer of the Company's products and stock.

The Company's relations with its own employees is one of the chief factors in community relations. Sound employee practices constitutes one of the best means for achieving public understanding and goodwill.

Each employee of the Company is its representative, and his attitudes, good or bad, reflect daily on its reputation. In his widespread contacts with other people in the community, the individual employee can communicate much to a great many people.

If a disgruntled employee spreads information that the Company is an unpleasant or hazardous place to work, many people who have little other contact with the Company may adopt a similar idea. Such impressions not only make it more difficult for the Company to recruit desirable employees, but cause the community to be less in sympathy with the Company when it really needs the support of local people.

Naturally, the Company's local management personnel are the key men in community relations because they, more than any others, project the Company's local personality in each community where it operates.

### C. A PLAN FOR IMPROVING COMMUNITY RELATIONS

In addition to being a good neighbor and accomplishing basic requirements of good corporate citizenship, the Company conducts a variety of special programs designed to enhance community relations in each of the localities where it does business.

**1. WORKING WITH SCHOOLS.** Recognizing that the students of today will be the customers, employees, voters, and lawmakers of tomorrow, the Company is very much concerned that they be given the facts concerning the oil industry, and free enterprise in general, during their formative years.

Management employees in Marathon communities should be eager to speak before school assemblies, provide Company and industry films and printed material, assist with preparation of classroom presentations, or use any other available avenue of communication with students. Where practical, tours of facilities by high school and college classes should be encouraged.

Local management should work also with teachers, to provide them with available material and to discuss favorable information concerning the Company and the oil industry.

**2. WORKING WITH CLERGYMEN.** One important and extremely influential group often overlooked is the clergy. Because of their wide circle of acquaintances and frequent contact with people, the ministers of a community can be a valuable medium of communication if they know and understand the facts about the Company's operation and are in sympathy with its problems. In their role as counselors, they can be immensely effective with the Company's own employees.

Local management should make every effort to work with the clergy, invite them to visit the Company's facilities and meet key personnel under favorable circumstances, and provide them with information and printed materials.

Local management should seek opportunities also to address church groups, participate in programs, and provide Company films when an opportunity arises.

**3. CIVIC ASSOCIATIONS.** One of the greatest opportunities for regular contact with local businessmen and civic leaders is through participation in community organizations.

Local management should designate employees to take part in the major groups, such as the Chamber of Commerce, Community Chest, and one or two leading service clubs. Other employees should be encouraged to participate in additional civic organizations, local government, and church and fraternal groups.

Of course, the Company should be readily available to provide speakers, films, and other programs to any local organization, and should periodically promote this service to officers and program chairmen of those organizations.

**4. MAILING LISTS.** Opinion leaders in communities where the Company does business should be kept informed of Company activities and furnished with information in the Company's interest through direct mail.

Such mailings may include copies of Company literature, annual and interim reports, "Marathon World, industry literature, and other materials where applicable. In addition, they could include special letters relating to specific subjects of timely importance.

Mailing lists should be prepared locally and kept up to date. Recipients should include business and civic leaders, city and county officials, officers of major civic organizations, key educators, clergymen, and such professional persons as physicians and attorneys. Names of these local opinion leaders should be supplied to the Public Relations Division for inclusion on the Marathon World mailing list.

**5. REQUESTS FOR CONTRIBUTIONS.** Local management has responsibility for recommending and administering most Company financial contributions within each community. These are made to recognized charities and other worthwhile civic activities from funds available for this purpose. Corporate contributions to educational institutions are handled by Marathon Oil Foundation, Inc., in Findlay.

**6. WORKING WITH YOUTH GROUPS.** Almost as important as school-related programs are activities with youth groups, which offer the same opportunities for direct communication with the young men and women in Company communities. These include such organizations as Junior Achievement groups, 4-H Clubs, the Y.M.C.A., the Boy Scouts and Girl Scouts, Camp Fire Girls, and a variety of others. Company employees should be encouraged to participate in such activities, all of which are traditionally short of adult volunteers.

7. TOURS OF COMPANY FACILITIES. Local groups can gain a better understanding of the Company's operation through tours of facilities and visits with local management personnel. Where practical, such tours should be arranged by specific group, or if a general tour, be arranged for specific days. Tours are often desirable for families of employees as well.

8. OPEN HOUSES. On special occasions, it may be desirable to hold an open house for the Community as a whole, or for special segments of it. Occasions such as the dedication of new or remodeled facilities, anniversaries, the appointment of a new operations manager, or similar events, offer an excellent opportunity for contact with the community. Such events also provide the basis for favorable publicity in local news media.

9. EQUAL EMPLOYMENT OPPORTUNITY. Marathon has long believed in the policy of equal employment opportunity for all persons, without regard to race, creed, color, or national origin. In January, 1966, the Company entered into a voluntary Plan for Progress, signed jointly by the Vice President of the United States and J. C. Donnell II, which reaffirms our policy and pledges that the Company will make a special effort to bring more minority people into the Company. This pledge is made with the conviction that it is the natural and morally correct function of American business to develop more productive citizens within our population.

To implement this policy, local managers are urged to create and maintain close relations with Negro organizations in their communities. Know their leaders, and keep them informed of the Company's employee needs. In addition, create and maintain close relations with schools, particularly those having large contingents of minority students. Encourage tours of local facilities to acquaint these students and their teachers with Company operations. Participate in "career days" at those schools.

Most important of all, recruit, hire and promote minority group members whose skills and abilities are appropriate for the requirements of the job. Inform all recruiting sources that Marathon is an "equal opportunity employer" and include this statement in all recruitment advertisements. Broaden recruitment sources to assure applications from minority persons.

Non-discriminatory practices in hiring, transfers, promotions, compensation, and other personnel actions can contribute materially to good community relations. Such practices also present an opportunity to demonstrate on both a community and national level that the free enterprise system can constructively solve a social and economic problem and make equal employment opportunity a reality.